Information Technology Expansions
Report 4

(FY2021 Appropriation Act - Public Act 166 of 2020)

September 30, 2021

Sec. 1901. (1) The department shall provide a report on a quarterly basis to the senate and house appropriations subcommittees on the department budget, the senate and house fiscal agencies, the senate and house policy offices, and the state budget office all of the following information:

(a) The process used to define requests for proposals for each expansion of information technology projects, including timelines, project milestones, and intended outcomes.

(b) If the department decides not to contract the services out to design and implement each element of the information technology expansion, the department shall submit its own project plan that includes, at a minimum, the requirements in subdivision (a).

(c) A recommended project management plan with milestones and time frames.

(d) The proposed benefits from implementing the information technology expansion, including customer service improvement, form reductions, potential time savings, caseload reduction, and return on investment.

(e) Details on the implementation of the integrated service delivery project, and the progress toward meeting the outcomes and performance measures listed in section 1904(2) of this part.

(f) A list of projects approved in the previous quarter and the purpose for approving each project including any federal, state, court, or legislative requirement for each project.

(2) Once an award for an expansion of information technology is made, the department shall report to the senate and house appropriations subcommittees on the department budget, the senate and house fiscal agencies, the senate and house policy offices, and the state budget office a projected cost of the expansion broken down by use and type of expense.

Information Technology Expansion Quarterly Report – Quarter 4

Section 1901 (1) of Public Act 166 of 2020

Sec. 1901. (1) The department shall provide a report on a quarterly basis to the senate and house appropriations subcommittees on the department budget, the senate and house fiscal agencies, the senate and house policy offices, and the state budget office on all the following information:

(a) The process used to define requests for proposals for each expansion of information technology project, including timelines, project milestones, and intended outcomes.

Michigan Department of Health and Human Services (MDHHS) implemented IT Executive Governance at the beginning of Calendar Year (CY) 2020. This process is used to define requests for proposals for each expansion of information technology projects, including timelines, project milestones, and intended outcomes.

The MDHHS IT governance structure includes two levels:

1. The *strategic* level is the **IT Executive Governance Team**. This team sets the IT vision and strategy for MDHHS. They are accountable for the department's IT investment portfolio.

2. The *tactical* level is governed by **IT Oversight Teams**. These teams will guide IT direction and alignment with the department's strategy, investment plan and IT roadmap. These teams are responsible for ensuring the successful outcome of their respective IT initiatives.

IT Executive Governance Team

The MDHHS IT Executive Governance Team consists of the following sitting members:

Title	Sitting Member
Director	Elizabeth Hertel
Chief Deputy Director for Administration	David Knezek
Financial Operations Deputy Director	Farah Hanley
Strategic Integration Administration Senior Deputy Director	Sudhakar Ramaswamy
Department of Technology, Management and Budget (DTMB) General Manager	Nathan Buckwalter

The IT Executive Governance Team is accountable for the department's IT investment portfolio and sets the IT vision for MDHHS.

The IT Executive Governance Team serves as the Agency IT Investment Management Governing Board in compliance with DTMB policy 1352.00 Investment Management Methodology.

Monthly, the IT Executive Governance Team reviews the status of all current projects and financial performance.

Project proposals or ideas that meet either of the following criteria are reviewed and approved by the IT Executive Governance Team:
   a. Requires financial approval (net new costs will be incurred).
   b. New development (see new M&O and New Development Definition, attached).

Project proposals and ideas that meet these criteria are presented to the IT Executive Governance Team by the respective Business Delivery Liaison and Business Relationship Manager (business owners may attend as needed). The IT Executive Governance Team may ask questions, address concerns, and make decisions on project approval and prioritization.

Funding identified through an Advanced Planning Document (APD) or other source does not guarantee project approval.

Meetings are facilitated by the Strategic Integration Administration (SIA) state assistant administrator.

IT Oversight Teams

MDHHS program/administration area has an IT Oversight Team that guides the IT direction for their area in alignment with the strategy defined by the IT Executive Governance Team.

Each IT Oversight Team consists of the following members:
   ● Business Owner
   ● Deputy Director for business area
   ● Business Delivery Liaison (BDL)
   ● Business Relationship Manager (BRM)
   ● Security Manager / representative
   ● Bureau Director IT Financial Services / representative

IT Oversight Teams meet bi-weekly or monthly facilitated by the respective DTMB/Enterprise Portfolio Management Office (EPMO) Program Manager.

The IT Oversight Team:
   ● Reviews and approves IT project proposals or ideas for their business area. Decisions that require the IT Executive Governance Team's approval will be forwarded to the IT Executive Governance Team.
   ● Prioritizes project and operations activities to align with business needs.
   ● Reviews project variances from budget, scope, and schedule. Change requests that meet governance criteria are forwarded to the IT Executive Governance Team for approval.
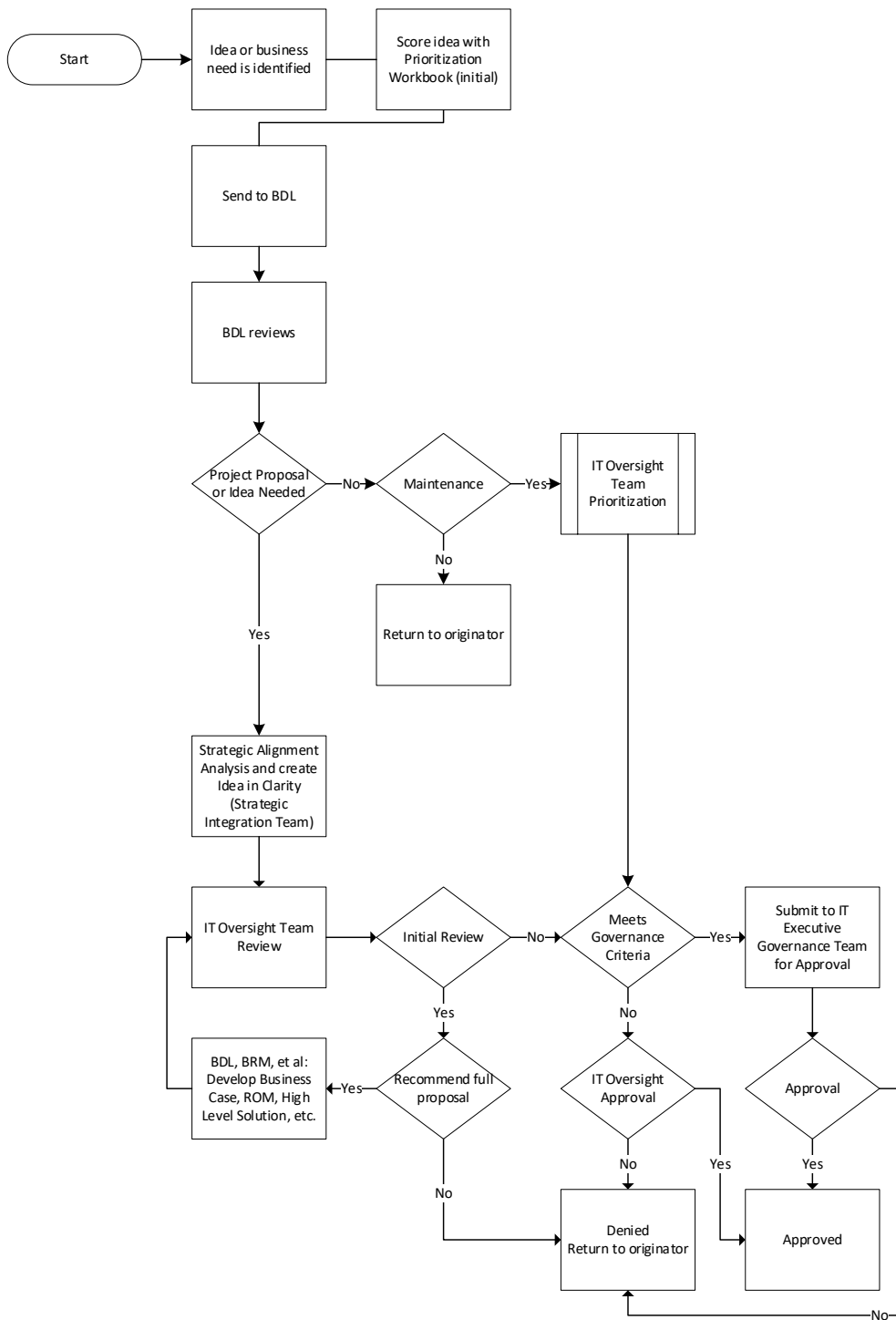
- Reviews overall program IT financial performance.
- Clears roadblocks escalated by project teams.
- Escalates issues to the IT Executive Governance Team, as needed.

Business owners collaborate with their BDL to submit new project proposals to this governance team. See below for the Work Intake Process.

Work Intake Process Steps

1. New idea or business need is identified.
   a. An idea or business need can be generated by anyone (MDHHS or DTMB).
2. Business representative or owner, depending on how the business area has setup their own structure, communicates the idea to their BDL.
   a. This includes creating an initial strategic alignment score of the idea or project proposal using the Prioritization Workbook.
3. The BDL works with the business area to do the initial review and determines if the idea should proceed as a project proposal or not.
   a. If the idea is not a project proposal and is a maintenance item, then it goes to the IT Oversight Team for prioritization/approval. The item is sent to the IT Executive Governance Team for approval if it meets governance criteria.
4. The BDL sends the idea to the Strategic Integration Team for entry into Clarity as an Idea.
5. The Strategic Integration Team conducts a strategic analysis on the Idea:
   a. Review the request against the MDHHS 5 Year IT Roadmap and indicate its alignment.
   b. Review the request against the MDHHS Integration guide and indicate its alignment.
   c. Initial evaluation of the possible need for Lean Process Improvement.
   d. Initial evaluation of the possible need for Business Readiness.
6. This analysis is then sent to the appropriate IT Oversight Team for review.
7. If this is the first review of the Idea, this team recommends that a full analysis needs to be conducted. This analysis includes the BDL, BRM and others as needed to develop the Rough Order of Magnitude, high level solution documentation, etc.
8. Once this work is done, it is sent back to the IT Oversight Team for review.
9. If the governance criteria are met, the Idea is sent to the IT Executive Governance Team for approval.
10. If the governance criteria are not met, then the IT Oversight Team will approve / reject the proposal.

Process Map

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┌─────────┐      ┌──────────────┐     ┌──────────────┐
│  Start  │─────▶│ Idea or business│   │ Score idea with│
└─────────┘      │ need is identified│  │ Prioritization │
                 └──────────────┘     │ Workbook (initial)│
                        │             └──────────────┘
                        ▼
                 ┌──────────────┐
                 │ Send to BDL  │
                 └──────────────┘
                        │
                        ▼
                 ┌──────────────┐
                 │ BDL reviews  │
                 └──────────────┘
                        │
                        ▼
              ◇ Project Proposal ◇──No──▶ ◇ Maintenance ◇──Yes─▶ ┌──────────────┐
                or Idea Needed                                    │ IT Oversight │
                        │                      │                  │ Team         │
                        │                      No                 │ Prioritization│
                       Yes                     │                  └──────────────┘
                        │                      ▼                         │
                        │               ┌──────────────┐                 │
                        │               │ Return to    │                 │
                        │               │ originator   │                 │
                        │               └──────────────┘                 │
                        ▼                                                 │
                 ┌──────────────┐                                        │
                 │ Strategic    │                                        │
                 │ Alignment    │                                        │
                 │ Analysis and │                                        │
                 │ create Idea  │                                        │
                 │ in Clarity   │                                        │
                 │ (Strategic   │                                        │
                 │ Integration  │                                        │
                 │ Team)        │                                        │
                 └──────────────┘                                        │
                        │                                                 │
                        ▼                                                 ▼
          ┌───▶┌──────────────┐      ◇ Initial ◇──No──▶ ◇ Meets    ◇──Yes─▶ ┌──────────────┐
          │    │ IT Oversight │        Review           Governance          │ Submit to IT │
          │    │ Team Review  │          │              Criteria            │ Executive    │
          │    └──────────────┘          │                  │               │ Governance   │
          │                             Yes                 No              │ Team for     │
          │                              │                  │               │ Approval     │
          │    ┌──────────────┐          ▼                  ▼               └──────────────┘
          │    │ BDL, BRM, et │  ◇ Recommend ◇     ◇ IT Oversight ◇              │
          └─Yes─│ al: Develop  │◀─Yes─ full proposal    Approval                 ▼
               │ Business Case,│          │                  │            ◇ Approval ◇
               │ ROM, High    │          No                  No                  │
               │ Level        │          │           ┌───┐   │           Yes    │
               │ Solution, etc│          │          Yes │    │            │     │
               └──────────────┘          ▼           │   ▼    ▼           ▼     │
                                   ┌──────────────┐  │ ┌──────────────┐ ┌─────────┐
                                   │ Denied       │◀─┘ │ Denied       │ │Approved │
                                   │ Return to    │    │ Return to    │ └─────────┘
                                   │ originator   │    │ originator   │     │
                                   └──────────────┘    └──────────────┘     │
                                                              ▲────────No────┘
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(b) If the department decides not to contract the services out to design and implement each element of the information technology expansion, the department shall submit its own project plan that includes, at a minimum, the requirements in subdivision (a).

(c) A recommended project management plan with milestones and time frames.
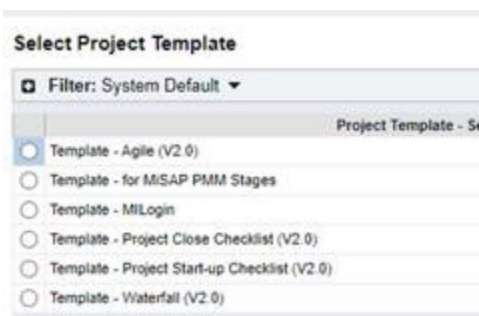
> Michigan DTMB provides project management for internally managed MDHHS IT Projects.
>
> Each project has a project management plan that describes how the project will be managed. This plan generally includes:
> 1. Introduction
> 2. Project Governance Framework
> 3. Project Governance Reporting Cycle
> 4. Status Reporting
> 5. Project Schedule Management
> 6. Communication Management
> 7. Issue, Risk, And Change Control Management
> 8. Roles and Responsibilities
> 9. Budget and Financial Tracking
> 10. Project Document Collaboration
> 11. Time Management
> 12. Collecting Project Time
> 13. Performance Management Plan

The EPMO utilizes the project and portfolio management tool, Clarity, to capture project milestones and timeframes. Templates are built into the tool for each of the various project management methodologies and project managers expand upon those templates to capture project specific detail. The official SUITE (State Unified Information Technology Environment) Project Management Plan document is used for all projects. This document includes high level milestone and timeline data for the project. Below are examples of how projects are managed within the Clarity tool:

> List of templates within the Clarity tool:

Select Project Template

Filter: System Default ▼

	Project Template - S
○ Template - Agile (V2.0)	
○ Template - for MiSAP PMM Stages	
○ Template - MILogin	
○ Template - Project Close Checklist (V2.0)	
○ Template - Project Start-up Checklist (V2.0)	
○ Template - Waterfall (V2.0)	

An example of an Agile Template within the Clarity tool:

WBS Sort▲	Key Task	Milestone	Task	Guidelines	Status	Start	Finish	Duration	Actuals	ETC	Total Effort	Open for Time Entry	% Complete	Reference	Bas
1			READINESS - Agile		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
2			PMM-0105: Readiness Checklist, as needed		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
3			Initiation & Planning		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
4			INITIATION		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
5			Project Start-Up Checklist		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
6			Enter NON-LABOR ACTUAL Tasks in WBS CLOSE STAGE		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
7			PPM-0101: Project Charter		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
8			Kick-off Meeting		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
9			PLANNING (Sprint 0)		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
10			Tailoring		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
11			PMM-0102 Project Management Plan (PMP), Initial		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
12			SEM-0301: Maintenance Plan, Deliver before Release		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
13			SEM-0302: Software Configuration Management Plan		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
14			SEM-0600: Test Strategy		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
15			SEM-0187: Structured Walkthrough - Initiation and Planning		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00		0%		
16			SEM-0189: Stage Exit - Initiation and Planning		Not Started	12/1/20	12/1/20		Workbook last saved: 33m ago			✓	0%		
17			EXECUTE		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
18			Sprint 0 continued		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
19			Discovery (SEM-0401: Requirements Traceability and SEM-0402: Requirements or equivalent)		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		
20			SEM-0401: Requirements Traceability, Deliver before Release		Not Started	12/1/20	12/1/20	1	0.00	0.00	0.00	✓	0%		

◀◀ ◀ Page 1 of 6 ▶ ▶▶

An example of an active project within the Clarity tool:

WBS Sort▲	Key Task	Milestone	Task	Guidelines	Status	Start	Finish	Duration	Actuals	ETC	Total Effort	Open for Time Entry	% Complete	Reference	Baseline Start	Baseline Finish	Baseline Usage	Baseline Variance
35			Project Management & Support - Project Work		Started	9/16/19	7/29/21	465	470.50	11.50	482.00	✓	4%		9/16/19	7/29/21	452.00	(30.00)
36			Project Management & Support - Forms		Started	10/22/19	7/29/21	439	14.00	28.00	42.00	✓	0%		10/22/19	7/29/21	82.00	40.00
37			Project Management & Support - Meetings		Started	11/12/19	7/29/21	425	59.50	32.50	92.00	✓	0%		11/12/19	7/29/21	82.00	(10.00)
38			Deleted Tasks		Not Started	4/9/18	12/30/21	931	833.00	673.50	1,506.50	✓	0%		4/9/18	12/30/21	1,396.50	(110.00)
39			Prior Period Converted Actuals		Completed	4/9/18	5/1/19	267	639.50	0.00	639.50		100%		4/9/18	5/1/19	639.50	0.00
40			Solutions Architect Suppport for BDR project		Started	9/19/19	9/30/21	506	3.00	110.00	113.00	✓	10%		9/19/19	10/3/19	3.00	(110.00)
41			Business Analyst support for BDR project		Started	9/5/19	12/30/21	577	189.00	563.50	752.50	✓	20%		9/5/19	12/30/21	752.50	0.00
42			SSP Development for BDR Application		Started	9/18/19	9/18/19	1	1.50	0.00	1.50	✓	10%		9/18/19	9/18/19	1.50	0.00
51			Business Analyst Support		Started	1/19/21	1/21/21	3	4.00	0.00	4.00	✓	0%		7/6/20	6/30/21	0.00	(4.00)
52			SSP Support		Started	1/30/20	1/25/21	245	10.00	440.00	450.00	✓	0%		1/30/20	9/30/20	450.00	0.00
53			Program Manager Support		Started	3/2/20	7/30/21	355	18.00	128.00	146.00	✓	0%		3/2/20	7/30/21	146.00	0.00
54	🔍		Change Request 830 Approval 🔍		Completed	10/1/19	11/8/19	29	0.00	0.00	0.00	✓	100%		10/1/19	11/8/19	0.00	0.00
62	🔍		Phase 1 🔍		Started	4/6/20	10/23/20	142	0.00	0.00	0.00		75%		4/6/20	10/23/20	0.00	0.00
63	🔍		Phase 2 🔍		Started	8/31/20	9/24/21	266	0.00	0.00	0.00		10%		8/31/20	9/24/21	0.00	0.00
64	🔍		Phase 1 and 2 Go-Live 🔍		Not Started	11/1/21	11/1/21	1	0.00	0.00	0.00		0%		11/1/21	11/1/21	0.00	0.00
65	🔍		Change Request to initiate Phase 3 🔍		Not Started	9/1/21	9/30/21	21	0.00	0.00	0.00		0%		9/1/21	9/30/21	0.00	0.00
66	🔍		System Security Plan 🔍		Started	10/7/19	12/31/20	305	0.00	0.00	0.00	✓	0%		10/7/19	12/31/20	0.00	0.00
67			DBA Support for BDR Project		Started	1/15/21	9/30/21	180	0.00	0.00	0.00	✓	0%				0.00	0.00

Displaying 1 - 18 of 18

(d) The proposed benefits from implementing the information technology expansion, including customer service improvement, form reductions, potential time savings, caseload reduction, and return on investment.

> The proposed benefits from implementing the information technology expansion are included in the approval process for MDHHS IT Executive Governance. Please see 1901(1) a. for a description of the IT Executive Governance Process.

(e) Details on the implementation of the integrated service delivery project, and the progress toward meeting the outcomes and performance measures listed in section 1904(2) of this part.

Fiscal Year 2021 Qtr. 4 – MDHHS accomplished the following Project Tasks:

There was no development work related to ISD during Fiscal Year 2021 Qtr. 4

(f) A list of projects approved in the previous quarter and the purpose for approving each project including any federal, state, court, or legislative requirement for each project. The intent for each project can be found in the project proposal linked in the table below.

The project requests were approved for IT during FY2021 Qtr. 4:

Name	Governance Date
BPH- Women, Infant, Children WIC Electronic File Storage CR005699.docx	08/18/2021
PHA-Michigan Certification and Regulation Database MiCARD Phase II-DEV.docx	08/18/2021
BPH Communicable Disease MNT and MIS-C Change_Request CR005634.docx	07/21/2021
BPH-Vital Records MNT - Cancer Surveillance Program-Cancer Registry CR005691.docx	08/18/2021
PHA STI HIV Operations and Resource System SHOARS CR005549.docx	08/18/2021
PHA-Michigan Comprehensive Lead Exposure Abatement Registry MiCLEAR Phase IV Project Proposal.docx	07/21/2021
BPH Chatbot Vital Records Project_Proposal.docx	07/21/2021
BPH-EHDI Zipwhip Change Request CR005564.docx	07/21/2021
COVID Michigan Immunization Portal Ready Project Proposal.docx	07/21/2021
COVID Contract Tracing_ChangeRequest CR005571.docx	07/21/2021
Electronic Death Registration System EDRS Enhancements_ProjectProposal Ready.docx	06/16/2021

The following projects were approved in Quarter 3 of FY21 by the Governance Executive Team.

Please note that the actual project name my differ slightly from what's on the IT Governance site.

<u>BPH- Women, Infant, Children WIC Electronic File Storage CR005699</u>

Objective: WIC will leverage the existing enterprise electronic storage system, FileNet. FileNet will be configured to mirror the WIC Vendor Management team's current paper filing system. Custom development will not be required, as the FileNet solution meets the needs of the program. A FileNet environment will need to be created and configured.

Timeline:
Project Start Date 12/28/2020
Project End Date 09/24/2021

<u>PHA-Michigan Certification and Regulation Database MiCARD Phase II-DEV</u>

Objective: MiCARD Phase II will build additional enhancements to increase the volume for certification records electronically submitted to improve data analysis functionality and reduce manual data entry. Enhancements will ensure the needs of Michigan citizens requesting certification are being met promptly and more efficient case documentation storage.

Timeline:
Project Start Date N/A
Project End Date N/A

BPH Communicable Disease MNT and MIS-C Change_Request CR005634

Objective: Reason for the additional funding – this adds funds to the Altarum contract to allow MDHHS to track Multisystem inflammatory syndrome in children (MIS-C) in Michigan Disease Surveillance System (MDSS) in response to COVID-19.

Timeline:
Project Start Date 6/22/2021
Project End Date 07/30/21

BPH-Vital Records MNT - Cancer Surveillance Program-Cancer Registry CR005691

Objective: Cancer Surveillance Program (MCSP) was awarded funding from the Centers for Disease Control and Prevention (CDC) for data modernization activities in the amount of $150,000 and Altarum in named as the vendor in the award.

Timeline:
Project Start Date 06/30/21
Project End Date 07/30/21

PHA STI HIV Operations and Resource System SHOARS CR005549

Objective: The Division of HIV and STI programs is seeking permission to use grant funds to purchase and maintain a Customer Relationship Management (CRM) software solution to manage and improve communication with stakeholders. Through a CRM, the Division can evaluate the effectiveness of new programs and create targeted communications to subrecipients, agencies, clinics and hospitals. This will enable the Division to assess their network of new and traditional partners and identify and address gaps. Recording interaction with stakeholders will improve the Division's ability to effectively meet grant requirements, track activities by funding sources and streamline the Division's business processes by eliminating duplicative efforts.

Timeline:

Project Start Date 12/08/2020
Project End Date 12/10/2021

PHA-Michigan Comprehensive Lead Exposure Abatement Registry MiCLEAR Phase IV Project Proposal

Objective: MICLEAR is a custom-built online application system used by the Heath and Human Services (HHS) to track lead abatement, environmental investigation and soon, nursing case management activities throughout the state. MICLEAR Phase IV will build give additional enhancements to increase the volume of applications electronically submitted to HHS by the

public seeking lead abatement assistance, to enhance data analysis functionality and dramatically reduce manual data entry. All these enhancements will ensure the needs of Michigan citizens are being met in a timely and effective manner.

Timeline:

Project Start Date 07/16/2021
Project End Date 12/21/2022

BPH Chatbot Vital Records Project_Proposal

Objective: The Division for Vital Records and Health Statistics within the Michigan Department of Health and Human Services (MDHHS) is seeking approval for use of chatbot technology for customer service on the Vital Records webpage.

Timeline:

Project Start Date 07/06/2021
Project End Date 10/31/2021

BPH-EHDI Zipwhip Change Request CR005564

Objective: Add a new contract for Maternal Infant Health Program (MiHP) to develop an Early Hearing Detection Texting service (ZipWhip) to communicate with users. This is procurement effort to obtain Zipwhip allowing the Early Hearing Detection & Intervention Action Center (EHDI) program to text the families of newborns who did not pass the newborn hearing screening directly, utilizing State of Michigan phone numbers.

Timeline:

Project Start Date 06/14/2021
Project End Date 06/30/2021

COVID Michigan Immunization Portal Ready Project Proposal

Objective: Web based system that provides the consumer additional electronic avenues to obtain their immunization record.

Timeline:

Project Start Date 06/21/2021
Project End Date 09/30/2021

COVID Contract Tracing_ChangeRequest CR005571

Objective: Need to increase budget to extend the current development staff through 9/30 FY21. New business priorities introduced in previous released used more hours than planned.

Timeline:

Project Start Date 06/11/2021
Project End Date 06/28/2021

 Electronic Death Registration System EDRS Enhancements_ProjectProposal Ready

Objective: The Michigan Department of Health and Human Services (MDHHS) Division of Vital Records and Health Statistics (DVRHS) has compiled a list of enhancements based on end user requests/complains and would like to implement them to improve the usability and quality of EDRS data

Timeline:

Project Start Date 06/01/2021
Project End Date 12/31/2021